

Document No. 012

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DATE: 27 MAR 1970 By: 028

MEMORANDUM FOR: Director of Communications  
Deputy Director of Personnel

SUBJECT: Agency Manpower Study

REFERENCE: Memo from Addressees dated 17 Nov 55, same subject.

1. Pursuant to referenced memorandum a review has been made of our current manpower requirements and efforts to effect manpower savings. Results of this survey are related below to the specific questions included in paragraph 1 of your memorandum.

2. Question a: If a reduction of 10% were directed in the Office of Personnel (exclusive of Career Development positions and Interim Assignment Section), it would be necessary to eliminate certain functions and to reduce the scope and pace of certain programs. Specifically, we could accomplish such a reduction by the following actions, subject to approval of the functional changes involved:

25X9A2 a. Abolish the Central Processing Branch and return its functions to their parent Offices. This would abolish [redacted] non-personnel positions, some of which would probably have to be re-established in the parent Offices. Of the remaining [redacted] positions, [redacted] could be eliminated by retaining only strictly personnel services such as passports and visas and eliminating such extra services as briefings. Net reduction in the Office of Personnel would be [redacted] positions [redacted]

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25X9A2 b. Substantial or complete reduction of the [redacted] positions in the Selection Staff could be realized by modifying the present selection-in process to require review only when a responsible supervisor recommends against admission of an individual. This proposal assumes that employment screening and three years of observation on the job should identify unsuitables but offers the safeguard of a last-minute negative recommendation by the supervisor at the time the individual applies for membership and expresses his willingness to undertake the obligations thereof. Net reduction in the Office of Personnel would be [redacted] positions [redacted] (Processing of such cases as would arise under the modified procedure could be absorbed in the Personnel Assignment Division. The estimated saving of [redacted] positions in the Office of

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Personnel does not include fractional savings across the board in substantial reduction of Selection Board and Panel meetings and present reviews by the Offices of the Inspector General, Security, Comptroller, etc.)

c. Elimination of the Special Support Assistant (Personnel) staff with liaison responsibilities dispersed to the appropriate operating elements of this Office would result in a reduction of positions [REDACTED] 25X9A2

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Further reductions could be realized by centralizing career development activities either in this Office or in the Office of Training. Also, a further reduction in the Office of Personnel could be anticipated if and when a 10% reduction in the Agency were completed; this would be primarily in the action processing phases of the Records and Services Division.

3. Question b: The Management Staff is presently working with this Office in a study of Agency personnel procedures. Without attempting to predict the findings of this study, it appears likely that recordkeeping functions are already duplicated unnecessarily. Potentially, there is duplication in other areas of personnel management but positive evidence has not been established to identify specific items.

4. Question c: Present staffing allowances of the Insurance and Casualty Division, Position Evaluation Division, and Personnel Procurement Division are below the Tables of Organization based on current work requirements which were approved following a detailed study by the Management Staff. ICD is operating with [REDACTED] people less than required, PED with [REDACTED] less, and PPD with [REDACTED] less. As a result, these Divisions are already unable to carry out their present functions at the scope and/or pace considered necessary. In the Insurance and Casualty Division, this is reflected in the time required to process benefit claims and in an increasing backlog of staff work in the Casualty Affairs Branch. In the Position Evaluation Division, the shortage is reflected in the amount of time expended on individual cases which could be saved if position and qualification standards development proceeded at a faster pace. In the Personnel Procurement Division, it is being reflected in a cumulative loss of ground in pipeline replacements for attrition. Unless additional full-time recruiters can be assigned to PPD, this situation will become so serious that we must consider ways and means of detailing personnel from other Division to PPD with corresponding losses in production and service in these other elements.

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5. The question contained in paragraph 2 of referenced memorandum is answered in part by paragraph 4 above. In addition, we have neglected, except on a sporadic basis, program review and evaluation studies necessary to determine whether present policies and procedures are adequate to the Agency's needs. In particular, we have been unable, except on a crash basis, to service overseas installations through personal visits. Otherwise, we

believe that necessary functions are now being performed although some desirable refinements are not present.

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Harrison G. Reynolds  
Director of Personnel